

# School Turnaround and Leadership Development

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October 15, 2019 | Public Education Appropriations Subcommittee

## **Background**

In the School Turnaround and Leadership Development program, the Utah State Board of Education (USBE) annually identifies low-performing district and charter schools. To be designated as a turnaround school, the school must be in the lowest-performing three percent for two consecutive years. In administering the School Turnaround and Leadership Development program, USBE selects turnaround providers through a request for proposal (RFP) process. The providers are reevaluated for each cohort.

The school board or charter school authorizer of the low-performing school establishes a school turnaround committee which, in partnership with the school, selects one of the contracted independent school turnaround providers. Contracts with providers on behalf of schools are for three years and the provider works with the committee to develop and implement a school turnaround plan. Providers are paid half of their fee upfront and the other half if the school improves. In the 2017 General Session, as a result of the passage of “S.B. 234, School Turnaround Amendments,” school improvement is measured as statistically significant improvement over the number of points awarded to the school. Prior to this change, school improvement was measured as an increase in one school letter grade.

The School Turnaround program includes a school recognition and reward program which provides incentives to schools and educators to improve the low-performing school. The School Turnaround program also includes leadership development. Through the program, USBE identifies providers to develop or provide leadership development training for school leaders. Currently, the Utah Education Policy Center based at the University of Utah provides leadership development. The goal of the School Turnaround program is to improve the schools that are struggling the most. The State Board reports on this program annually to the Education Interim Committee as required by statute [53A-1-1210](#).

More information can be found at the links below:

[COBI – School Turnaround and Leadership Development Act](#)

[USBE – School Turnaround](#)

## **Recommendations**

- We recommend that the Public Education Appropriations Subcommittee have USBE staff report on the program after the second cohort exits in 2020.

## **Budget and Program Details**

### ***State Appropriated Budget***

The Legislature appropriates \$7 million dollars annually to address actions as required by 53E-5 School Turnaround and Leadership Development Act. Table 1 provides a history of the state appropriation. The Act allows for 5% (\$350,000) to be used to contract with a provider to conduct needs assessments/root cause analyses in each school designated for School Turnaround. USBE may also use up to 4% (\$280,000) for administrative costs. Additionally, if after three years of School Turnaround designation a school does not exit but qualifies for an extension under Board Rule, an in-depth analysis of the alignment of the school’s curriculum to the Utah core standards must be completed. USBE contracts for this required curriculum analysis.

# School Turnaround – Budget, Performance, and Other Details

USBE also sets aside \$100,000 per year for five years to contract with the Utah Education Policy Center (UEPC) to implement the School Leadership Development Program entitled “Leadership and Inquiry for Turnaround (LIFT).” Funds are also set aside for incentive pay to principals or assistant principals that attend LIFT to “completion.” The School Turnaround and Leadership Development program has completed three cycles of funding, with Cohort 1 identified in 2015, Cohort 2 in 2017, and Cohort 3 in 2018. No cohort was funded in 2016. Significant changes were made to the program during the 2017 General Session (S.B. 234). These changes were applied to cohorts 2 and 3, neither of which have yet exited the program.

Initiative Programs - School Turnaround and Leadership Development State Budget (COBI)						
	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020
<b>Sources of Revenue</b>						
Education Fund		\$7,000,000	\$7,002,900	\$7,005,800	\$7,008,200	\$7,014,100
Education Fund, One-time		\$1,000,000	\$700	\$0	\$0	\$600
Dedicated Credits Revenue		\$0	\$0	\$1,800	\$0	\$0
Transfers		(\$14,900)	(\$27,000)	(\$23,700)	(\$28,100)	(\$28,100)
Beginning Nonlapsing		\$0	\$4,727,500	\$7,411,400	\$7,400,000	\$7,400,000
Closing Nonlapsing		(\$4,727,500)	(\$7,411,400)	(\$13,789,700)	(\$7,400,000)	(\$7,400,000)
<b>Total</b>	<b>\$0</b>	<b>\$3,257,600</b>	<b>\$4,292,700</b>	<b>\$605,600</b>	<b>\$6,980,100</b>	<b>\$6,986,600</b>
<b>Categories of Expenditure</b>						
Personnel Services		\$78,100	\$106,000	\$98,000	\$121,100	\$127,600
In-State Travel		\$37,900	\$136,200	\$98,900	\$70,900	\$70,900
Out-of-State Travel		\$2,700	\$12,300	\$27,500	\$3,500	\$3,500
Current Expense		\$3,136,600	\$3,702,000	\$158,400	\$5,622,100	\$5,622,100
DP Current Expense		\$2,300	\$100	\$100	\$200	\$200
Other/Pass Through		\$0	\$336,100	\$222,700	\$1,162,300	\$1,162,300
<b>Total</b>	<b>\$0</b>	<b>\$3,257,600</b>	<b>\$4,292,700</b>	<b>\$605,600</b>	<b>\$6,980,100</b>	<b>\$6,986,600</b>

**Table 1**

## ***Distribution to Locals***

The amount of funding that goes out to LEAs and vendors is dependent upon the number of schools that are designated for School Turnaround each year. As detailed in the “State Appropriated Budget” section, the State Board of Education has certain financial obligations that are kept under its purview on behalf of schools in turnaround. The remaining funding is provided to schools based on the number of schools entering turnaround.

Schools that exited Cohort 1 were paid School Recognition and Reward Program funds (53E-5-307). The turnaround expert providers of the schools that exited Cohort 1 were paid the second half of their USBE contract. This piece only pertains to Cohort 1 schools; S.B. 234 eliminated this provision from the previous version of the bill (i.e., S.B. 235). Schools designated as Cohort 1 could choose funding for Teacher Recruitment and Retention (53E-5-308)

## ***Breakdown of Funds for Cohort 1 (Identified in 2015)***

- RMC Research – (Vendor Contract: \$65,000)
  - Contract for analysis of the school’s curriculum to Utah standards (instructional audits) in the three Cohort 1 schools that did not exit, but qualified for extension:
    - Redwood Elementary
    - Utah Connections Academy
    - Whitehorse High

## School Turnaround – Budget, Performance, and Other Details

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- ObserverTab – (Vendor Contract: \$350,000)
  - Contract for comprehensive needs assessment/root cause analysis (CNA/RCA) and quarterly progress monitoring for three years (i.e., 2017/2018, 2018/2019, 2019/2020) for the five Cohort 2 schools:
    - Dixie Montessori Academy
    - Guadalupe School
    - Kennedy Jr. High
    - Paradigm High School
    - Utah Virtual Academy
- Utah Education Policy Center (Vendor Contract: \$100,000)
  - Contract for School Leadership Development Program “Leadership and Inquiry for Turnaround (LIFT)” to increase the number of highly effective school leaders capable of initiating, achieving, and sustaining school improvement efforts and forming and sustaining community partnerships.
- School Leadership Development Program (53E-5-309(4)) incentive pay to LIFT participants (Total: \$39,000)
  - Granite District (8 LIFT completions = \$19,200)
  - Canyons District (1 LIFT completion = \$3,200)
  - Kane District (1 LIFT completion = \$2,800)
  - Ogden District (1 LIFT completion = \$2,800)
  - CS Lewis Academy (1 LIFT completion = \$2,400)
  - Guadalupe School (1 LIFT completion = \$3,200)
  - Paradigm High School (1 LIFT completion = \$2,800)
  - Entheos Academy (1 LIFT completion = \$2,600)

### *Breakdown of Funds for Cohort 2 (Identified in 2017)*

- ObserverTab – (Vendor Contract: \$350,000)
  - Contract for comprehensive needs assessment/root cause analysis (CNA/RCA) and quarterly progress monitoring for three years for the five Cohort 2 schools.
- LEA Allocations for Cohort 2: \$2,775,200
  - Dixie Montessori Academy: \$370,000 (\$100,000 Pending)
  - Guadalupe School: \$473,900 (\$233,900 Pending)
  - JFK Junior High: \$1,449,700
  - Paradigm High: \$254,900
  - Utah Virtual Academy: \$311,800

### *Breakdown of Funds for Cohort 3 (Identified in 2018)*

- Tetra Analytix – (Vendor Contract: \$350,000)
  - Contract for comprehensive needs assessment/root cause analysis (CNA/RCA) and quarterly progress monitoring for three years for the eight Cohort 3 schools.
- LEA allocations to Cohort 3 schools: \$1,980,000 *PENDING*
- Other allocations are being determined

### **Performance Measures**

Cohort 1 schools: Per R277-920-8, a school that was identified based on 2014-15 school accountability results is required to improve performance by at least one letter grade, as determined by comparing the

## School Turnaround – Budget, Performance, and Other Details

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school's letter grade for the 2014-15 school year to the school's letter grade for the 2017-18 school year. Of the 26 schools that were designated for School Turnaround, 20 schools successfully exited, three schools qualified for an extension, two schools did not exit, and one school closed.

Cohort 2 schools: ObserverTab conducted quarterly progress monitoring visits to evaluate the school's progress towards meeting the goals and benchmarks in the school turnaround plans and will continue in 2019/2020. State school accountability data is under review.

Cohort 3 schools: Tetra Analytix will begin conducting quarterly progress monitoring visits to evaluate the school's progress towards meeting the goals and benchmarks in the school turnaround plans and will continue in 2019/2020 and 2020/2021. State school accountability data is under review.

### ***Spending plan***

USBE has determined a spending plan for remaining balances based on contractual obligations.

### ***Coordination with LEAs***

- USBE holds a meeting with LEAs/schools/stakeholders specifically for schools identified to review required actions and timelines for School Turnaround
- USBE holds training for vendors for the USBE approved turnaround expert provider list
- USBE trains vendor selected through the RFP process to conduct the comprehensive needs assessment and root cause analyses in the schools designated for School Turnaround
- USBE School Improvement Team attends 4 LIFT trainings in partnership with UEPC per year
- USBE School Improvement Team presents School Turnaround at multiple meetings throughout each year: Title I Directors Meeting, Special Education Directors Meeting, Assessment Directors Meeting, Alternative High School, Committee of Practitioners, Title III Directors Meeting, Title I/Special Education Law Conference